



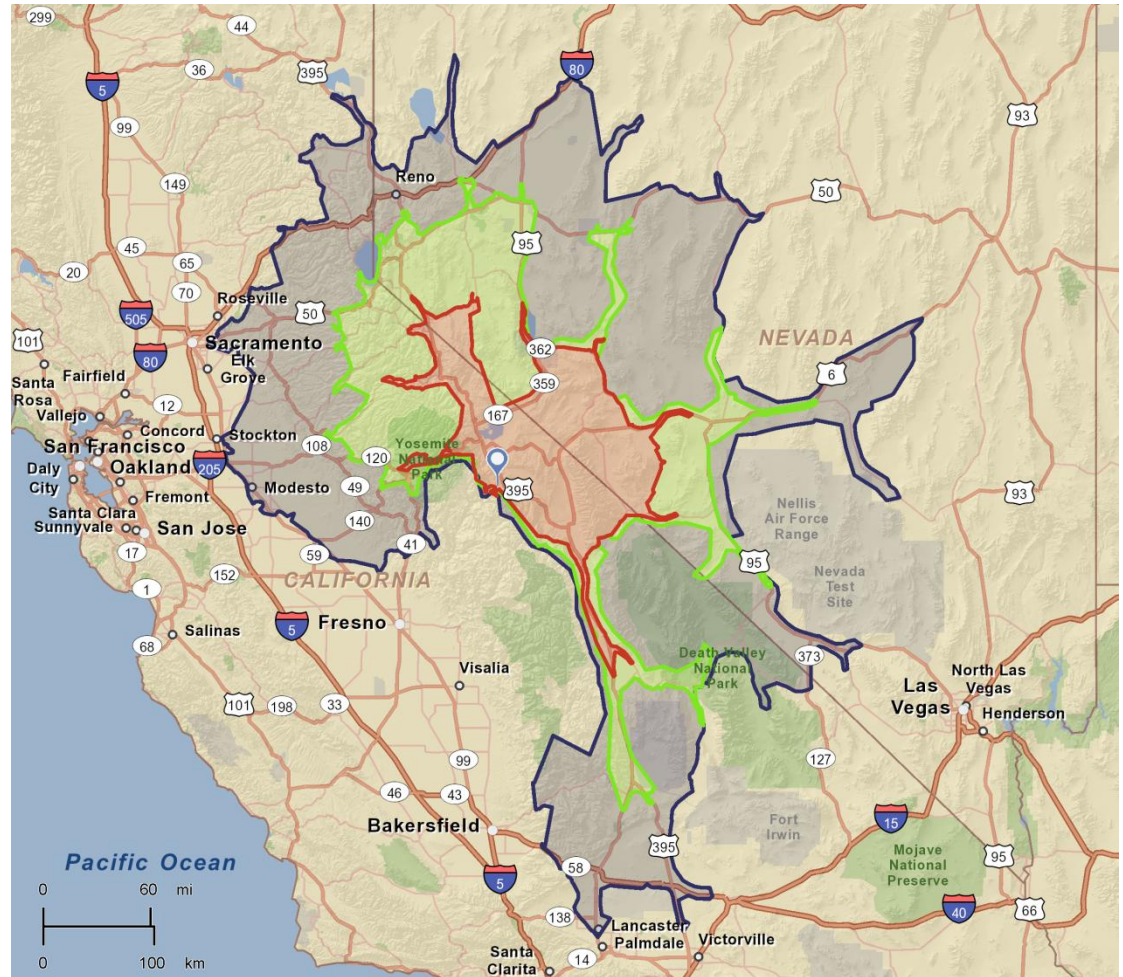
Mammoth Lakes, California Entertainment & Cultural Facilities

Market Study Interim Findings

August 6, 2013

Market Area Analysis

HVS analyzed the local market and markets within a one, three and five hour drive time of Mammoth Lakes



Source: ESRI

Nearly 22 million people live within a five hour drive of Mammoth Lakes

Market/Drive Time	2012 Population	Projected Growth Rate
Mammoth Lakes	8,360	0.61%
One Hour	25,129	0.26%
Three Hour	287,884	0.01%
Five Hour	22,243,271	0.56%

Source: ESRI

Existing Mammoth Lakes visitors arrive from all parts of the Los Angeles, San Francisco, San Diego, and Las Vegas metro areas, creating a total market of over 40 million people

Populations in Mammoth Lakes and within the 5 hour drive time are younger and more affluent

Market/Drive Time	Median Household Income (2012)	Average Age (2012)
Mammoth Lakes	\$54,618	33.0
One Hour	\$47,616	40.7
Three Hour	\$49,115	43.6
Five Hour	\$53,543	34.7

Source: ESRI

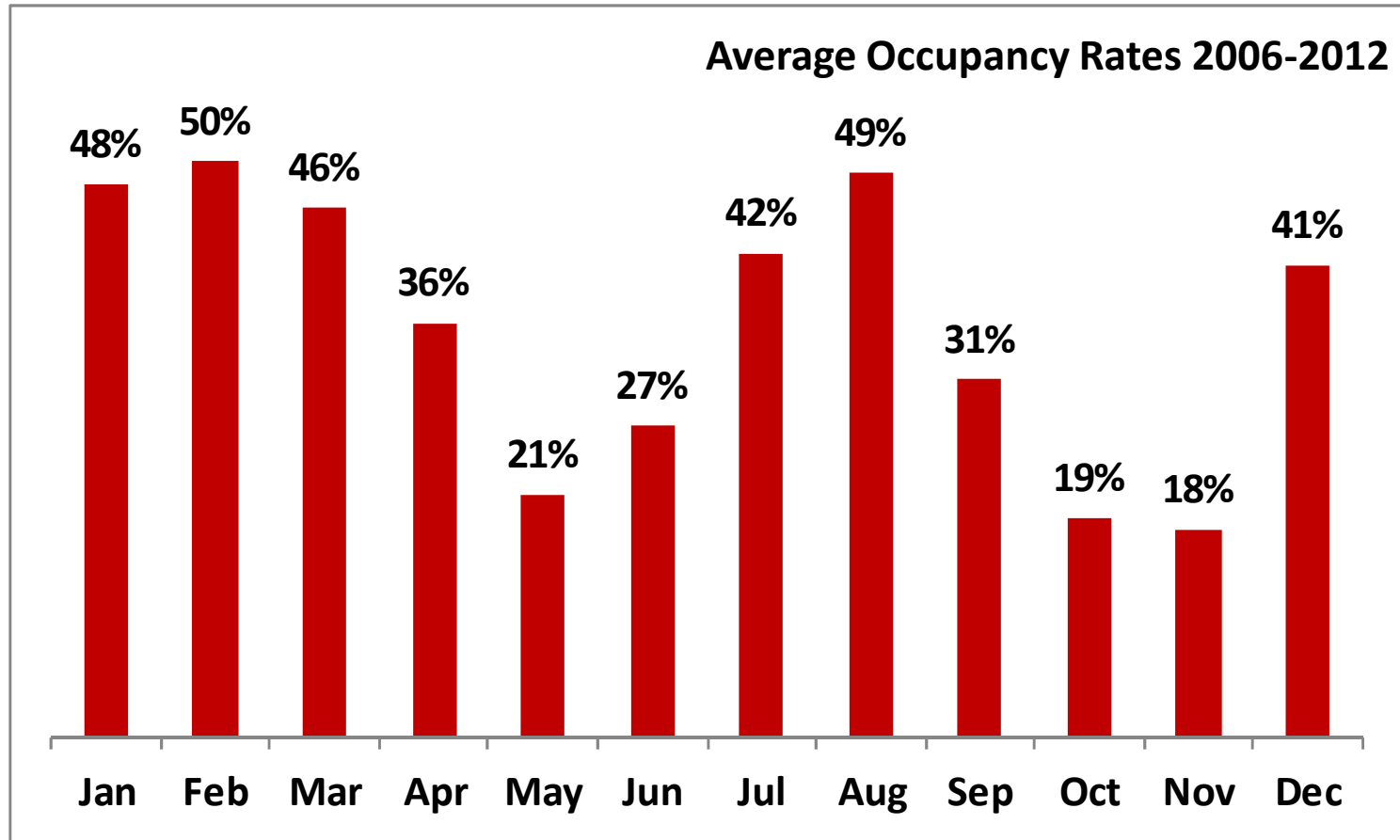
Over 3,200 guest rooms are listed by STR and in the Mammoth Lakes Visitors Guide

Type of Property	Number of Properties	Number of Guest Units
Hotel/Motel/Inn	19	1,682
Cabins/Chalets	13	254
Condos	23	1,308
Total	55	3,244

Source: STR, Mammoth Lakes Visitors Guide

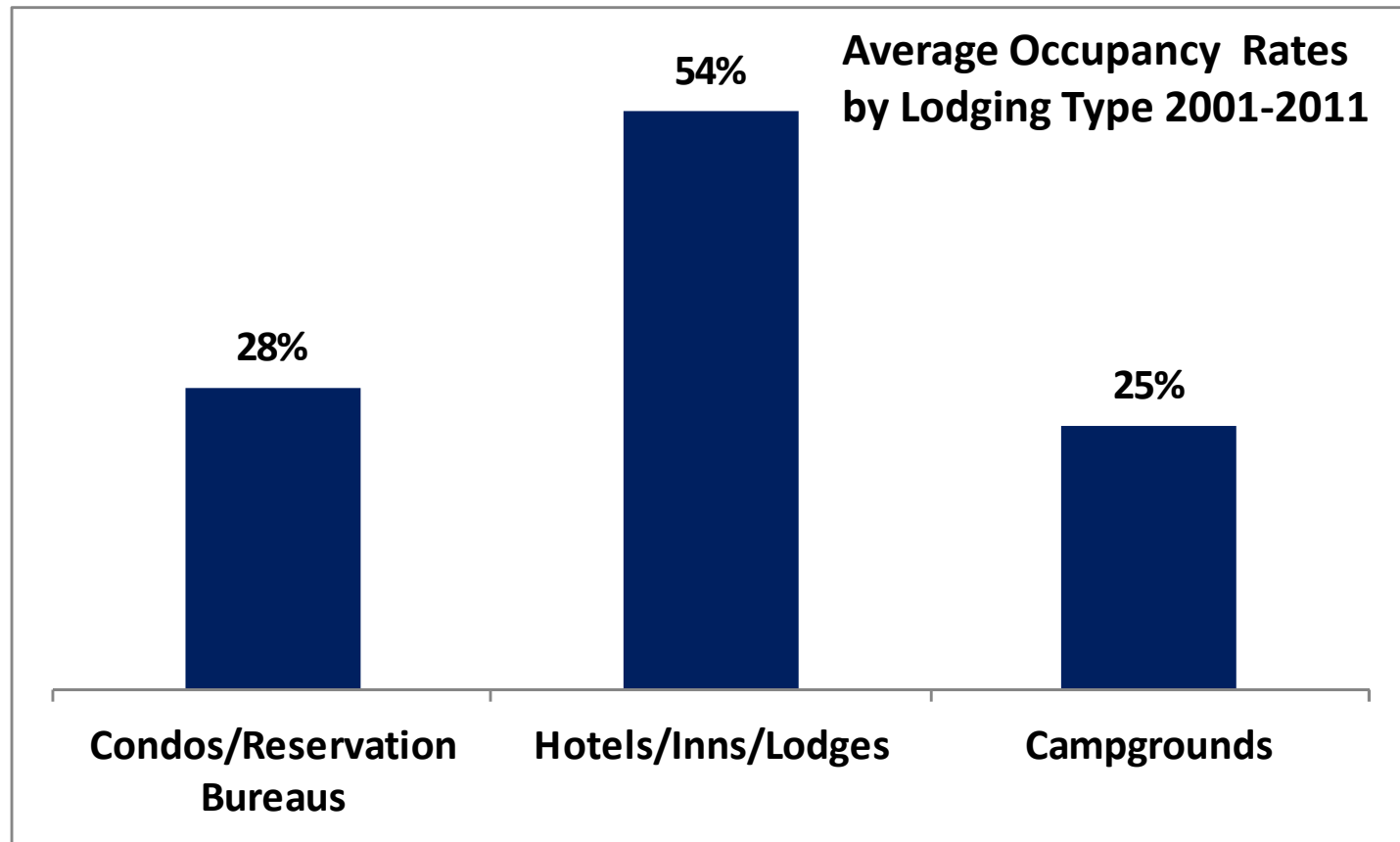
A 2009 audit of lodging properties prepared by the Town of Mammoth Lakes indicates that there were approximately 4,000 total guest units in the market, suggesting that several smaller properties are not captured in the STR database or listed in the Visitor's Guide.

Occupancy rates peak in winter and summer months



Source Town of Mammoth Lakes

Over the past decade hotel occupancy has averaged 54 percent



Source Town of Mammoth Lakes

Many of Mammoth Lakes' permanent event venues have other primary uses

Venue	Type of Venue	Seating Capacity
Indoor		
St. Joseph's Catholic Church	Church	350
Multipurpose Rooms	Schools	300
Mammoth Lakes Arts Center	Theater	170
Edison Theater	Theater	100
Mammoth Ranger District Auditorium	Theater	99
Outdoor		
The Village at Mammoth	Plaza/Stage	na
Gault McClure Stadium	Football Stadium	na

Source Mammoth Lakes Foundation

Mammoth Lakes has limited function space suitable for group meetings and conferences

Venue	Type of Venue	Function Space (square feet)
Canyon Lodge	Ski Lodge	7,600
* McCoy Station	Ski Lodge	7,300
Mountainside Conference Center	Ski Lodge	6,600
Mountain Center	Village	4,600
Eagle Lodge	Ski Lodge	4,500
Village Lodge Conference Center	Village	3,340
Mammoth Mountain Inn	Hotel/Resort	2,140
Westin Monache Resort	Hotel/Resort	1,525
Sierra Nevada Lodge	Hotel/Resort	1,200

* Accessed via chairlift, gondola, or snow cat only

Source MMSA, Mammoth Lakes Visitors Guide

Mammoth Lakes offers visitors a variety of recreation activities and natural attractions

■ Recreation Activities

- Skiing & Snowboarding
- Hiking
- Camping
- Fishing
- Mountain Biking
- Rock Climbing
- Boating
- Geocaching
- Golf

■ Natural Attractions

- Yosemite National Park
- Inyo National Forest
- Devil's Postpile National Monument
- Reds Meadow
- Rainbow Falls
- Bodie State Historical Park
- Numerous Lakes

The town hosts dozens of festivals and special events each year

- Mammoth Motocross
- Mammoth Food & Wine Experience
- Villagefest
- Mammoth Celebrates the Arts
- Mammoth Lakes Music
- Festival Reggae Music
- Weekend Sierra Cycle Challenge
- Independence Parade & Fireworks
- Fiesta Caliente
- Firefighter's Canoe Races, BBQ & Picnic
- Mammoth Lakes Jazz Jubilee
- June Lakes Triathlon & Festival
- Mammoth 24 Hour Endurance Race
- Intense-A-Palooza
- Mammoth Festival of Beers & Bluesapalooza
- Mammoth Lakes Fine Arts & Crafts Festival
- Mammoth Margarita Festival
- Mammoth Festival - Wine, Music & Food
- Sierra Summer Festival
- Mammoth Rocks - Taste of the Sierra
- Mammoth Mud Run
- Labor Day Festival of the Arts
- Mammoth Bluegrass Festival
- Labor Day Tennis Tournament
- Hop 'n Sage Harvest Festival
- Mammoth High Sierra Fall Century & Gran Fondo
- Mammoth Kamikaze Bike Games
- Mammoth Lakes Foundation Golf Classic
- Fly Fishing Faire
- Oktoberfest at the Village at Mammoth
- Mammoth Mountain Night of Lights

Comparable Resort Markets

HVS studied 5 comparable resort destinations in North America

- Aspen, Colorado
- Jackson, Wyoming
- Sun Valley, Idaho
- Telluride, Colorado
- Whistler, British Columbia

The Benedict Music Tent in Aspen was completed in 2000 for \$10 million

- 2,050 seats
- Approximately 2,000 additional seats on lawn
- Permanent tent with structural steel frame
- Underground connections to Harris Concert Hall
- Aspen Music Festival hosts over 200 events each year
- Owned and operated by nonprofit Aspen Music Festival



Walk Festival Hall in Jackson, WY completed a \$4.85 million renovation in 2007

- 685 seats (indoor)
- Constructed on land donated by Jackson Hole Ski Corporation
- Grand Teton Music Festival hosts 33 summer concerts
- During winter, festival hall is used for music instruction programs
- Owned and operated by nonprofit Grand Teton Music Festival



The Sun Valley Pavilion in Sun Valley, ID was completed in 2008 for \$30 million

- 1,500 seats
- Approximately 3,000 additional seats on lawn
- 3,000 square foot stage
- 4,000 square foot back terrace for receptions
- Home of Sun Valley Summer Symphony which hosts a 7-concert series
- Owned and operated by Sun Valley Resorts in partnership with nonprofit Sun Valley Summer Symphony



The Fred Shellman Memorial Stage opened in Telluride Town Park in 1991

- 12 acre park with campgrounds, a swimming pool, ball fields, Frisbee golf course, ice rink, and playgrounds
- No fixed seats, approximate capacity of 13,000
- Primary site for many music festivals
- Owned and operated by Telluride Parks & Recreation Department



Whistler's Olympic Plaza was completed in 2010 for the Vancouver Winter Games

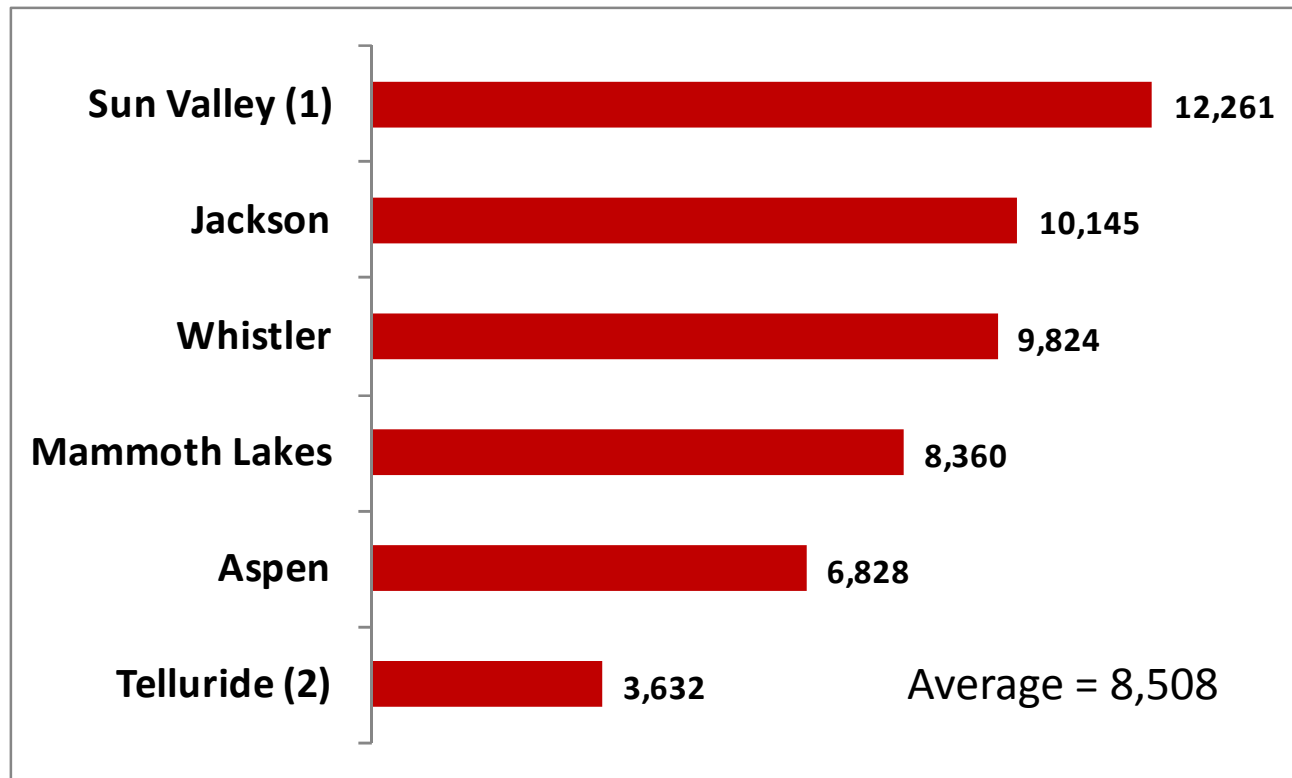
- No fixed seats, approximate capacity of 8,000
- Hosts free summer concert series of 12 shows
- Summer shows by Vancouver Symphony
- Supports several community festivals and events
- Owned and operated by Resort Municipality of Whistler



In addition to a large event venue, all of the comparable resorts have a performing arts theater and group meeting space

Aspen, CO	Jackson, WY	Sun Valley, ID	Telluride, CO	Whistler, BC
Festival & Concert Venues				
2,050-seat Benedict Music Tent Nonprofit	685-seat Walk Festival Hall Nonprofit	1,500-seat Sun Valley Pavilion Private/Nonprofit	13,000 capacity Telluride Town Park Public	8,000 capacity Olympic Plaza Public
Theaters & Auditoriums				
500-seat Harris Concert Hall Nonprofit	500-seat Jackson Center for the Arts Nonprofit	240-seat Liberty Theater Nonprofit	587-seat Palm Theater School District / Nonprofit	200-seat Millennium Place Nonprofit
Convention & Conference Centers				
22,600 SF Aspen Meadows CC Nonprofit	31,800 SF Snow King Resort & CC Private	16,500 SF Sun Valley CC Private	7,800 SF Telluride CC Public	26,500 SF Whistler CC Public

Mammoth Lakes' permanent population is about average among the comparable markets

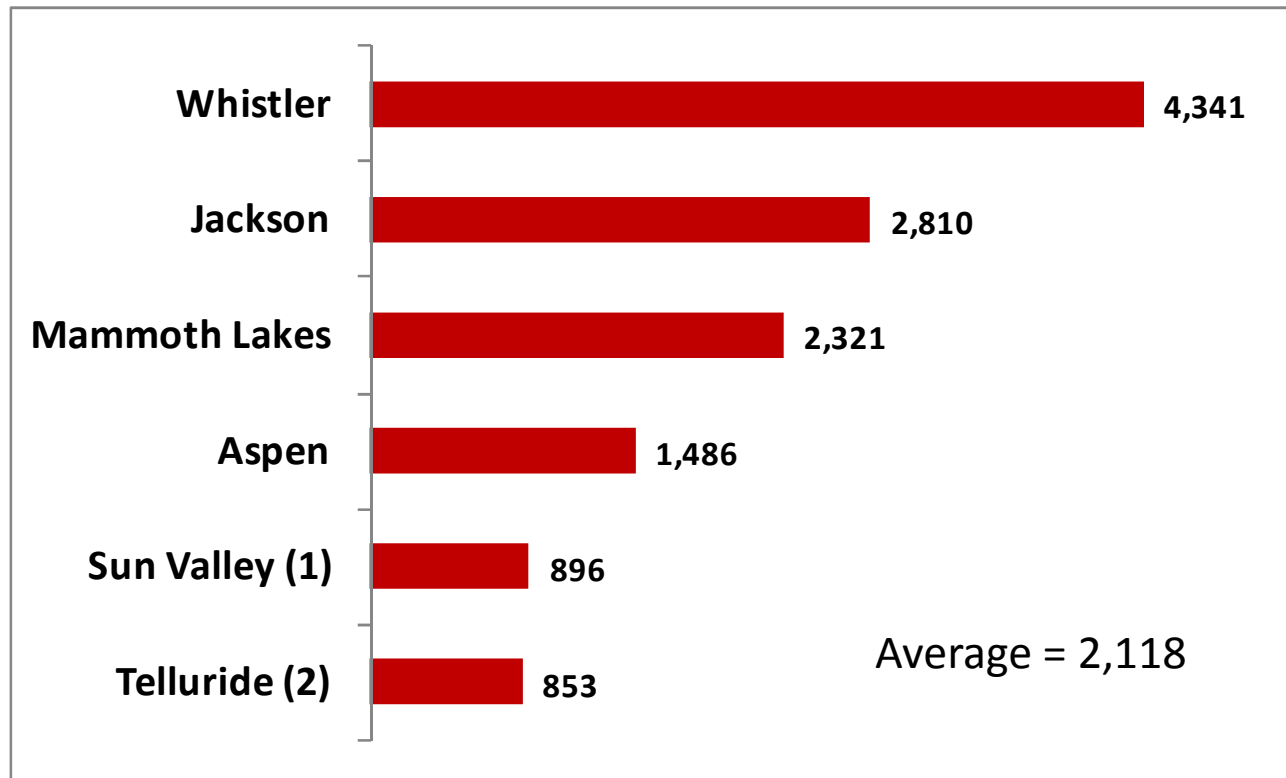


(1) Includes Ketchum and Hailey, ID

(2) Includes Mountain Village, CO

Sources: ESRI, Statistics Canada

When compared to comparable resorts, Mammoth Lakes has an above-average number of hotel rooms



(1) Includes Ketchum and Hailey, ID

(2) Includes Mountain Village, CO

Sources: STR

Note: Hotel counts only include those rooms in the STR database. Intended to show relative availability of lodging between markets.

Mammoth Lakes Airport has the lowest passenger volumes, but the Mammoth Lakes is relatively close an International Airport

	Nearest Primary Airport	Distance (miles)	2012 Passenger Volume	Nearest International Airport	Distance (miles)
Whistler	Vancouver	136	17,596,901	Vancouver	136
Jackson	Jackson Hole	10	556,312	Salt Lake City	196
Aspen	Eagle County	70	337,383	Denver	220
Telluride	Montrose	68	145,330	Denver	352
Sun Valley	Twin Falls	82	75,048	Boise	150
Mammoth Lakes	Mammoth Lakes	10	*30,000	Reno-Tahoe	167
	Average	63	3,742,195		204

* Estimated volume. 2011 volume was 26,201.

Comparable analysis suggests that Mammoth Lakes could support additional event facilities

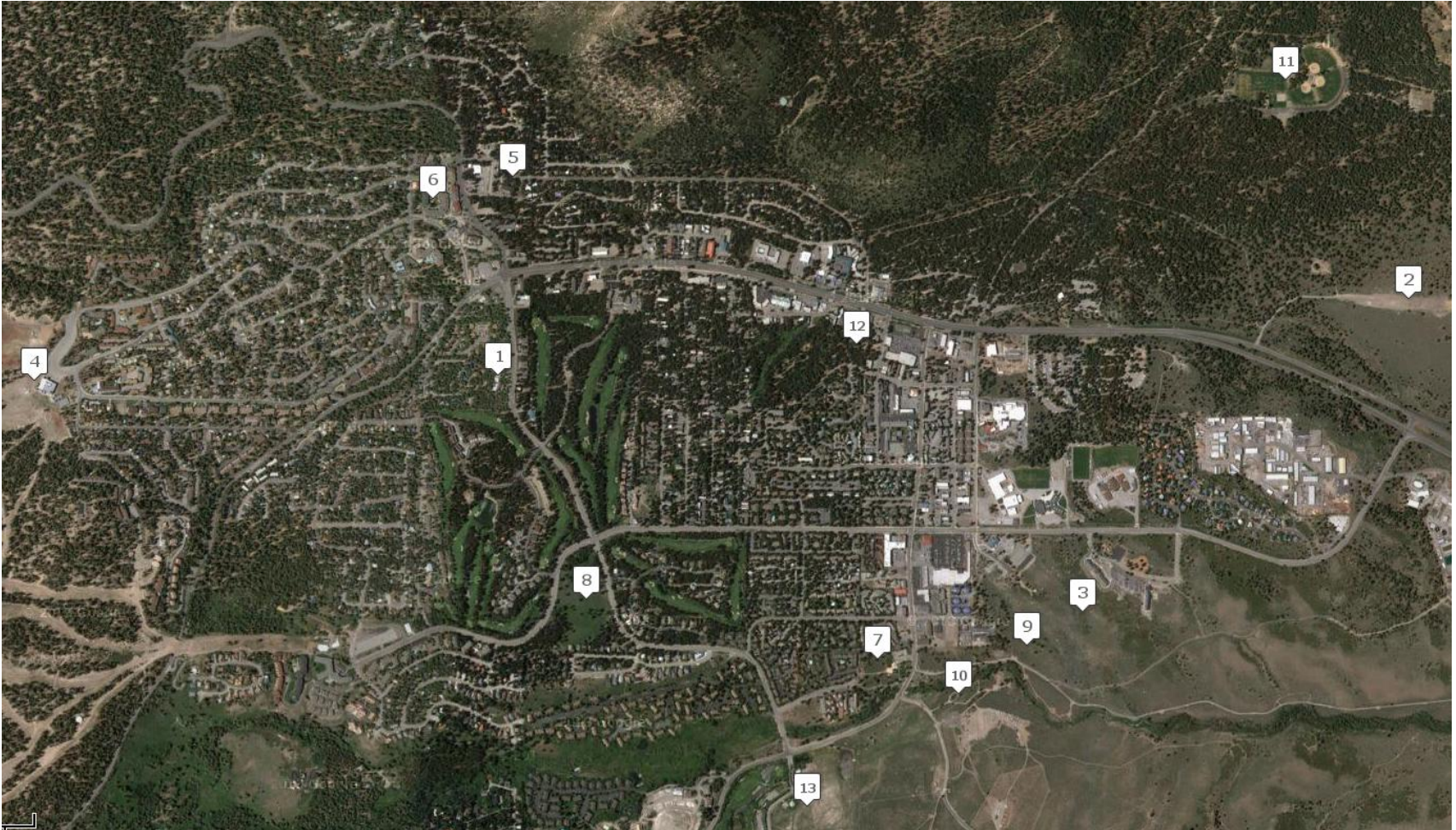
- All comp markets have permanent event venues which are suitable for large concerts and festivals. With the exception of Walk Festival Hall, each of the comparable venues is a permanent outdoor stage with a mixture of fixed and lawn seating.
- All comp markets feature indoor theaters and auditoriums which are capable of hosting a variety of theatrical and musical events. Seating capacity in these venues ranges from 200 to 500 seats.
- All comp markets have a moderate amount of group meeting space including a mix of ballroom and meeting space. Total meeting space ranges from 7,800 to 31,800 square feet.
- In terms of lodging and population, Mammoth Lakes compares favorably to the comparable markets
- Mammoth Lake's primary weakness as an event destination may be its accessibility. MMH has a considerably lower level of passenger activity, than the other regional airports. Mammoth Lakes has an established drive-in visitation level from southern California which could translate into both event attendance and group business given the appropriate facilities.

Site Analysis

HVS reviewed the suitability of 13 potential sites for a permanent event venue in Mammoth Lakes

1. Sam's Woods
2. Snow Pit
3. Foundation Site
4. Canyon Lodge
5. Community Center
6. Village at Mammoth
7. Mammoth Creek Park
8. Bell-Shaped Parcel
9. Mammoth Creek Park East
10. Sierra Meadows
11. Shady Rest Park
12. Shady Rest Parcel
13. Snow Creek

13 potential sites are located throughout Mammoth Lakes and on National Forest land



HVS evaluated each site on 25 criteria and weighted the importance of each criteria

Importance		Importance	
Site Considerations		Transportation and Parking	
Capacity for Larger Events	High	Accessible to Autos	Medium
Appropriate for Smaller Events	Medium	Accessible to Trucks	Medium
Wind Protection	High	Accessible to Peds./ Bicycles	High
Environmental Concerns	High	Availability of Existing Parking	Low
Leverages Natural Beauty	High	Capacity for Additional Parking	Medium
Ease of Land Acquisition	Medium	Traffic Congestion	Medium
Ease of Construction	Medium	Accessibility Public Transp.	Low
Proximate to Town Amenities	Medium		
Urban Impact		Financial Considerations	
Compatibility with Land Uses	Medium	Cost of Construction	Medium
Impact on Neighborhood	High	Land Acquisition Costs	Medium
Compliance with Existing Zoning	Low	Opportunity Costs	Medium
Potential for Related Dev.	Low	Potential for Private Investment	High
		Leverage Public Funding	High

Matrix calculates overall score for each site.

Full matrix and criteria narratives included in appendix

Site		Importance Rank	Sam's Woods	Snow Pit	Foundation Site	Canyon Lodge	Comm
Site Considerations							
Capacity for Larger Events	High	②	③	③	③	X	
Appropriate for Smaller Events	Medium	③	①	③	③	③	
Wind Protection	High	③	①	①	①	③	
Environmental Concerns	High	③	②	②	③	③	
Leverages Natural Beauty of Area	High	②	③	③	②	①	
Relative Ease of Land Acquisition/Zoning	Medium	①	①	③	③	③	
Relative Ease of Construction	Medium	②	③	②	②	②	
Proximate to Town Amenities	Medium	③	①	②	①	②	
Transportation and Parking							
Accessible to Autos	Medium	③	②	②	②	③	
Accessible to Trucks	Medium	②	②	②	③	②	
Accessible to Pedestrians and Bicycles	Medium	③	①	③	②	②	
Availability of Existing Parking	Low	①	①	①	③	②	
Capacity for Additional Parking	Medium	①	③	③	①	①	
Traffic Congestion	Low	①	③	③	②	②	

Site matrix generated a weighted score for each of the selection criteria categories

Rank	Category/Site	Score
Site Considerations		
1	Village at Mammoth	50
2	Sam's Woods	48
2	Shady Rest Park	48
2	Canyon Lodge	48
3	Foundation Site	47
Urban Impact		
1	Foundation Site	20
1	Village at Mammoth	20
2	Canyon Lodge	19
2	Mammoth Creek Park East	19
3	Shady Rest Park	18

A variety of sites scored in the top 3 for each category

Rank	Site	Score
Transportation and Parking		
1	Mammoth Creek Park	34
2	Foundation Site	32
2	Village at Mammoth	32
2	Mammoth Creek Park East	32
2	Sierra Meadows	32
3	Shady Rest Parcel	31
Financial Considerations		
1	Foundation Site	34
2	Shady Rest Park	29
3	Mammoth Creek Park East	28
3	Canyon Lodge	28

Adding scores for all categories yields the overall top 3 sites which are most suitable for entertainment and cultural venues

Rank	Site	Score
Overall Score		
1	Foundation Site	133
2	Village at Mammoth	128
3	Canyon Lodge	123

Building Program Recommendations

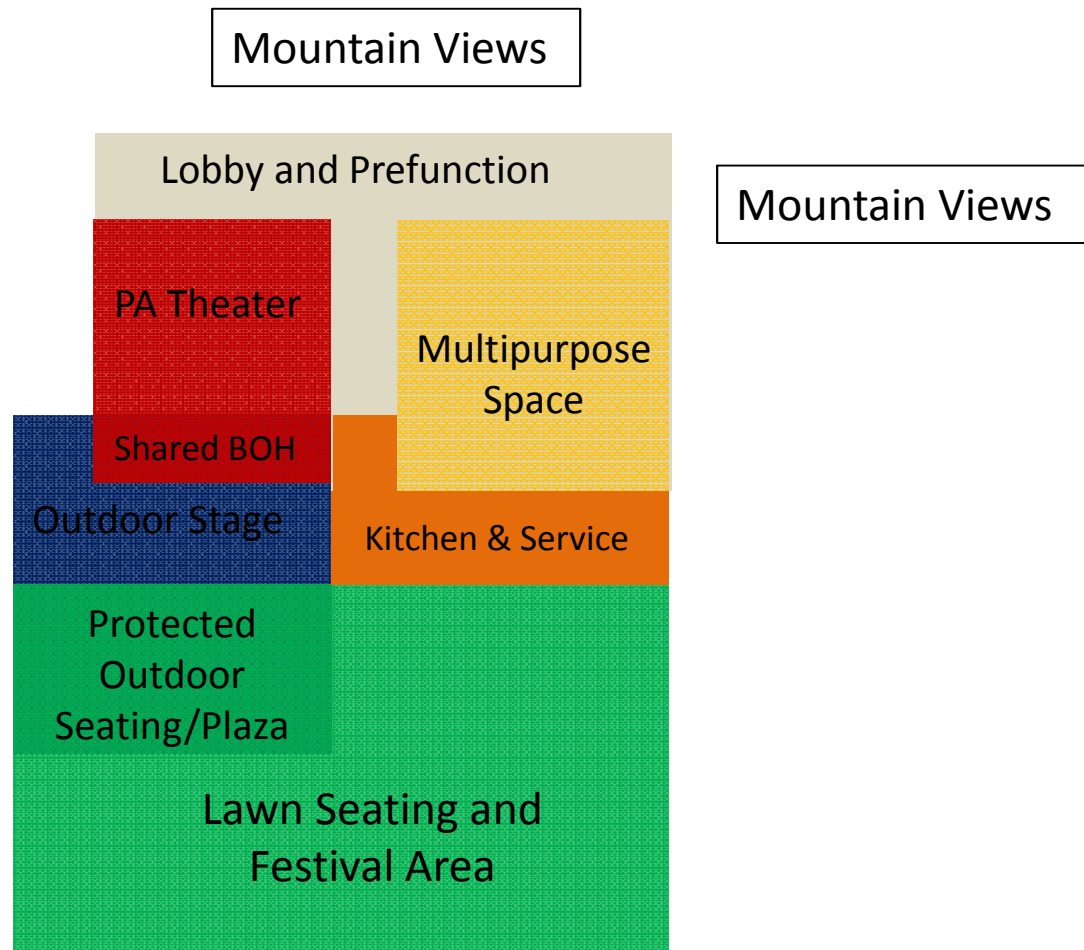
Program recommendations aimed at satisfying the following utilization goals

- Establish permanent event venue(s) that can be used regularly by existing festivals and shows
- Allow existing events to expand overall size and attendance if currently constrained by site issues
- Encourage event promoters and organizers to establish new events in the market
- Expand event programming to spring and fall shoulder seasons and weekday use
- Encourage use by local residents for various programs and events

Initial program recommendations include both indoor and outdoor event spaces

- Outdoor stage with 1,500-person capacity on fixed or seasonally set up seats in wind-protected plaza
- Additional lawn seating for 6,000 for a total capacity of 7,500
- Indoor performing arts stage adjacent to rear of outdoor stage so that stages can share back of house spaces
- 200 to 250 fixed seats in performing arts theater
- Attached 10,000 square foot multipurpose space with divisibility into 4 section
- Shared entrance and lobby for theater and multipurpose space
- Multipurpose space's kitchen and service areas adjacent to theater back of house areas
- Protected outdoor festival space between stage and multipurpose space structures

Concept plan intended to maximize shared space, wind protection, and mountain views



Based on program recommendations, HVS considered the suitability of each potential site



Canyon Lodge



Canyon Lodge would only be available on a seasonal basis

Canyon Lodge

- Could accommodate an outdoor stage; however, the indoor elements of the recommended program would require a separate location.
- Existing indoor function areas at Canyon Lodge do not meet the needs of potential users of the performing arts and multipurpose spaces.
- Primary function as an MMSA ski lodge precludes the construction of a permanent venue and limits the ability to create a suitable wind protection system.
- MMSA currently hosts several events throughout the year at Canyon Lodge. Adding additional event programming to the Canyon Lodge calendar may cause schedule conflicts which could result in the need to relocate or cancel certain events.

The Village at Mammoth has plazas and other event infrastructure



Village at Mammoth



The Village at Mammoth has programming and event limitations due to size and existing uses

The Village at Mammoth

- A popular and lively gathering place for visitors. Placing additional event programming in the Village would increase retail and dining spending in the local economy.
- Could accommodate the indoor and outdoor elements of the recommended program; however, it is unlikely that they could be co-located as recommended.
- Accommodating larger audiences at the Village requires street closures, thus potentially limiting schedule options for larger events.
- Currently hosts several events throughout the year. Adding additional event programming to the Village calendar may cause schedule conflicts which could result in the need to relocate or cancel certain events.

The Foundation site offers takes full advantage of mountain vistas



Foundation Site



HVS recommends the Foundation Site as the location for a new Mammoth Lakes Event and Cultural Center (“MLECC”)

Foundation Site

- Site could accommodate any or all of the recommended program elements, thus maximizing the ability of various organizations to share spaces.
- The proximity of the Foundation site to Cerro Coso Community College’s classrooms and dormitories as well as the Mammoth Lakes Foundation provides a source of additional meeting and event space and lodging for event attendees and organizers.
- Site’s proximity to the town’s paved pedestrian/bike paths provides excellent pedestrian access to events, as well as an opportunity to create an outdoor public space that can be enjoyed by residents and visitors on non-event days.
- Devising a suitable wind protection system for the outdoor stage and primary seating area of the proposed amphitheater is essential to the success of the Foundation site.

Demand Projections

The goal of MLECC ownership would be to create an independent entity that could ensure fair access to the community amenity

- The MLECC would be owned by a community entity which is independent of the event sponsors and other groups which would use the facilities.
- Potential ownership entities include the Town of Mammoth Lakes, a public authority, and an independent nonprofit controlled by the Town or the Mammoth Lakes Foundation
- The MLECC could be self-managed or managed by a private management company who would be responsible for renting facilities to event organizers and promoters.
- MLECC management may enter long-term tenant agreements with local, nonprofit music and theater organizations for their use of the MLECC for performances, instructional classes, fundraisers, and other events.

HVS demand projections assume that recommended venues are completed in the 2016 and event demand stabilizes in 2019

Event Type	Number of Events	Average Attendance	Total Attendance
Large Festivals	5	5,000	25,000
Small Festivals	10	1,000	10,000
Outdoor Concerts	4	3,500	14,000
Local Performing Arts	75	150	11,250
Touring Acts & Films	10	200	2,000
Meetings & Conferences	24	100	2,400
Tradeshows	4	300	1,200
Banquets	20	200	4,000
Assemblies	5	120	600
Other/Free Shows	<u>15</u>	2,500	<u>37,500</u>
Total	172		110,000

Appendix

Site Matrix and Criteria

Site	Importance Rank	Sam's Woods	Snow Pit	Foundation Site	Canyon Lodge	Community Center	Village at Mammoth	Mammoth Creek Park	Bell-Shaped Parcel	Mammoth Creek Park East	Sierra Meadows	Shady Rest Park	Shady Rest Parcel	Snow Creek
Site Considerations														
Capacity for Larger Events	High	2	3	3	3	1	2	1	2	3	2	2	2	2
Appropriate for Smaller Events	Medium	3	1	3	3	3	3	3	2	1	2	3	2	2
Wind Protection	High	3	1	1	1	3	3	2	2	1	2	3	3	2
Environmental Concerns	High	3	2	2	3	3	3	3	1	2	2	3	3	2
Leverages Natural Beauty of Area	High	2	3	3	3	1	2	1	2	3	3	2	2	3
Relative Ease of Land Acquisition/Zoning	Medium	1	1	3	3	3	3	3	3	2	1	3	1	1
Relative Ease of Construction	Medium	2	3	2	2	2	2	2	3	3	3	2	3	3
Proximate to Town Amenities	Medium	3	1	2	1	2	2	2	2	1	2	1	2	2
SUBTOTAL		48	39	47	48	44	50	41	41	41	43	48	46	43
Urban Impact														
Compatibility with Neighboring Land Uses	Medium	2	3	3	3	1	3	2	2	3	2	3	2	2
Impact on Neighborhood Relationships	High	2	3	3	3	1	3	2	2	3	2	3	1	2
Compliance with Existing Zoning	Low	3	1	2	3	1	3	2	2	2	1	2	1	1
Potential for Related Development	Low	1	1	3	1	1	2	2	2	2	2	1	1	2
SUBTOTAL		14	17	20	19	7	20	14	14	19	13	18	9	13

Site	Importance Rank	Sam's Woods	Snow Pit	Foundation Site	Canyon Lodge	Community Center	Village at Mammoth	Mammoth Creek Park	Bell-Shaped Parcel	Mammoth Creek Park East	Sierra Meadows	Shady Rest Park	Shady Rest Parcel	Snow Creek
Transportation and Parking														
Accessible to Autos	Medium	3	2	2	2	3	3	3	3	2	3	3	3	3
Accessible to Trucks	Medium	2	2	2	3	2	3	3	3	2	2	3	3	2
Accessible to Pedestrians and Bicycles	High	3	1	3	2	2	3	3	2	3	3	1	2	3
Availability of Existing Parking	Low	1	1	1	3	2	2	2	1	1	1	2	2	2
Capacity for Additional Parking	Medium	1	3	3	1	1	1	2	2	3	3	1	2	2
Traffic Congestion	Medium	1	3	3	2	2	2	2	2	3	2	2	2	2
Accessbility to Public Transportation	Low	2	1	2	3	3	3	3	2	2	2	1	3	2
SUBTOTAL		26	25	32	28	27	32	34	29	32	32	24	31	31
Financial Considerations														
Cost of Construction	Medium	2	3	3	2	2	2	3	1	2	3	3	3	2
Land Acquisition Costs	Medium	1	1	3	3	3	3	3	3	2	2	3	3	1
Opportunity Costs - Alternative Land Uses	Medium	1	3	2	3	2	2	2	2	2	1	1	1	1
Potential for Private Investment	High	3	1	3	3	2	3	2	2	3	3	2	2	2
Opportunity to Leverage Public Funding	High	2	3	3	1	2	1	2	3	1	2	3	2	2
SUBTOTAL		23	26	34	28	26	26	28	27	24	27	29	26	20
TOTAL SCORE		111	107	133	123	104	128	117	111	116	115	119	112	107

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Site Considerations			
Capacity for Larger Events	Capacity of accommodate over 6,000 attendees	Capacity to accommodate up to 6,000 attendees	Capacity to accommodate up to 2,000 attendees
Appropriate for Smaller Events	Can be scaled to accommodate smaller performance of 200 or fewer attendees	Can be scaled to accommodate smaller performance of 1,000 or fewer attendees	Not appropriate for events with less than 1,000 attendees
Wind Protection	Site is well-protected, wind is not an issue	Site has moderate wind protection, may be an issue at certain times	Site is directly exposed to winds and would need wind protection measures
Environmental Concerns	Site development has minimal negative impact on the environment	Site development may have negative impacts on the environment	Site development has major negative impacts on the environment
Leverages Natural Beauty of Area	Site has excellent views of ranges and other vistas	Portions but not all locations on site have views of ranges and other vistas	Site has minimal views of ranges and other vistas
Relative Ease of Land Acquisition/Zoning	Site is owned or easily acquired and is properly zoned for use	Site would require purchase and may need to be rezoned	Site acquisition and zoning outside of town control, may not be allowed
Relative Ease of Construction	Site is easily accessed for construction	Site has some construction access issues	Site is difficult to access for construction
Proximate to Town Amenities	Site is within walking distance to town and Village at Mammoth	Site is within walking distance to either town or Village at Mammoth	Site is not within walking distance to any town amenities
Pedestrian Friendliness/Accessibility	Site has terrain which is easily walkable and accessible	Site has some difficult terrain which may be difficult for some to walk and access	Site has several areas which would be difficult for some to walk and access
Urban Impact			
Compatibility with Surrounding Land Uses	Intended use of site is compatible with surrounding land uses	Intended use of site may occasionally conflict with surrounding land uses	Intended use of site would likely conflict with surrounding land uses
Impact on Neighborhood Relationships	Intended use of site would not cause conflict with owners of surrounding land	Intended use of site would occasionally cause conflict with owners of surrounding land	Intended use of site would regularly cause conflict with owners of surrounding land
Compliance with Existing Zoning	Site is zoned for intended use	Site would need to be rezoned, would not be difficult	Site would need to be rezoned, would likely be a difficult process
Potential for Related Development	Several surrounding sites could be developed for compatible uses	Some surrounding sites could be developed for compatible uses	No surrounding sites could be developed for compatible uses

	③	②	①
Transportation and Parking			
Accessible to Autos	Site is in locations which is directly accessed by private cars, shuttle buses and other vehicles	Site does not have capacity for direct access. Most attendees would park and walk or shuttle to site	Site is in locations which is difficult to access by vehicle
Accessible to Trucks	Site is easily accessed by trucks and other vehicles necessary for event production	Site has moderately easily access for trucks and other vehicles necessary for event production	Site is difficult to access by trucks and other vehicles necessary for event production
Accessible to Pedestrians and Bicycles	Site is in locations near bike paths and is easily accessed by pedestrians and bicycles	Site has sidewalk access for pedestrians and bicycles	Site is in locations which is difficult to access by pedestrians and bicycles
Availability of Existing Parking	Existing proximate parking is adequate to handle all event parking needs	Existing proximate parking is adequate to handle smaller events. Additional parking required for larger events	Existing proximate parking is minimal. Significant additional parking would be needed for all events
Capacity for Additional Parking	Locations on or near the site can developed into surface parking or parking deck	Locations on or near the site can developed into a small amount of surface parking or parking deck	No locations on or near site can be developed into parking
Traffic Congestion	Roads to site have no current traffic congestion issues	Roads to site have occasional traffic congestion issues	Roads to site have daily traffic congestion issues
Accessibility to Public Transportation	Site has direct access to current public transportation routes	Potential to expand public transportation routes to site	No potential for regular public transportation to site
Financial Considerations			
Cost of Construction	Site has minimal elements that would increase costs of construction	Site has some elements that would increase costs of construction	Site has several elements that would increase costs of construction
Land Acquisition Costs	Site is owned or otherwise available without purchase	Site can be purchased for a reasonable price	Site can be purchased for a higher price
Opportunity Costs - Alternative Land Uses	Intended use of site is the highest and best use of the land	Site has other potential uses which have similar returns as intended use	Site has other potential uses which have a higher return than intended use
Potential for Private Investment	Use of site has high potential for private investment	Use of site has moderate potential for private investment	Use of site has no potential for private investment
Opportunity to Leverage Public Funding	Use of site has high potential for public funding	Use of site has moderate potential for public funding	Use of site has no potential for public funding

Questions and Discussion